



City of Tucson



City Strategic Plan

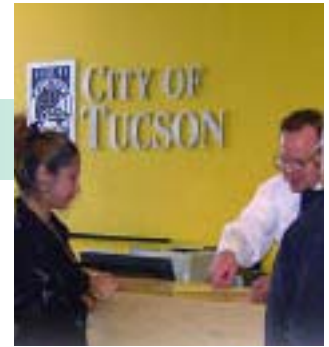
good government



Good Government Focus Area

Introduction:

To be successful in each of the other five focus areas: - Transportation, Neighborhoods, Downtown, Economic Development, and Growth - we must ensure that the City is run as effectively and efficiently as possible. The focus area of Good Government includes projects that directly affect customer service, that are aimed at employees, that ensure fiscal responsibility, that expand the use of technology, and that are designed to improve partnerships.



As the recent International City/County Management Association (ICMA) sponsored citizen survey showed, Tucson residents have a below average opinion of the City services they receive. It is hoped that the projects included in the Good Government focus area will improve those perceptions; however, those ratings do not tell the complete story. We don't know, for example, if City services are as problematic as the survey indicated or if citizens are merely unaware of the level of service provided due to poor communication on the City's part. Whatever the reason, the City recognizes that there is room for improvement and is committing to become more effective and efficient in our work, and work better with the citizenry.

Recent organizational changes have been made to improve processes, services, and communication. In the Development Services Department, a second assistant director has been added. One will focus on improving customer service standards and the other will be to address areas of technology, the permitting system, and e-government services. Citizen and Neighborhood Services has been raised to department status (Department of Neighborhood Resources) and several high level staff assignments have been made with a goal of becoming more effective in our work to strengthen neighborhoods and improve communication with and among residents. After the completion of the biennial budget process, the City Manager will hire a Communications Director to oversee communication efforts at the highest level.

As our city grows, so does the demand for services. Data on all fronts show that City revenues are not keeping pace with this increased service demand. Finding better and cheaper ways to deliver services will continue to be a goal of our workforce. While efficiencies can help raise service levels without new revenue, it will not be enough to close the gap between what is desired by community members and what they are currently willing to pay for. Better communication and involvement with city residents can help make difficult service decisions. For example, should some services be curtailed in favor of expanding others? Should some taxes and fees be raised to fund a higher level of service or should we maintain tax levels and settle for lower service levels?

The City's challenge is to create alignment between community member service expectations and the ability and willingness to pay for these expectations. A renewed focus on customer service, technology, our employees, our community partners, and our fiscal responsibility is necessary to make progress in the area of Good Government.

Strategic Policy Statements

1. Improved Customer Service - Position the City to provide the highest level of customer service to city residents and the community at large.
2. Prepared Workforce - Enable and support the development of a prepared and successful employee workforce that is aligned with organizational priorities.
3. Fiscal Responsibility - Optimize and streamline organizational processes to ensure quality services and fiscal responsibility.
4. Expanded Use of Technology - Capitalize on technology to improve service and increase efficiency, ensure public and employee safety, exercise appropriate environmental stewardship, and provide greater information access.
5. Strengthen Partnerships - Build a strategic network of partnerships that aim at bettering community life, eliminating redundant services, and stretching the value of the taxpayer's dollar.

Strategic Policy Statements

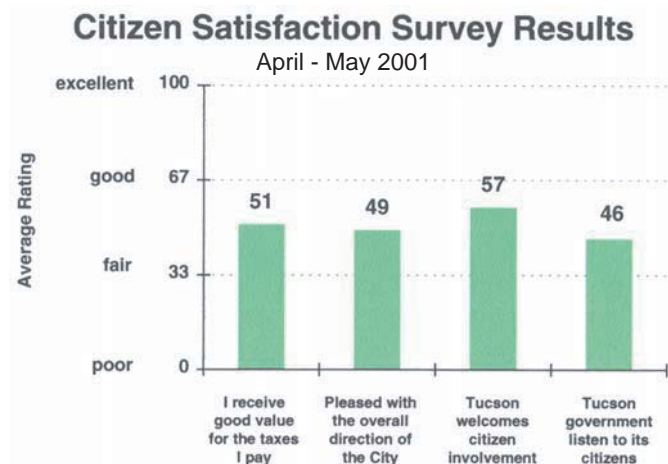
1. Improved Customer Service – Position the City to provide the highest level of customer service to city residents and the community at large.



Priority Projects:

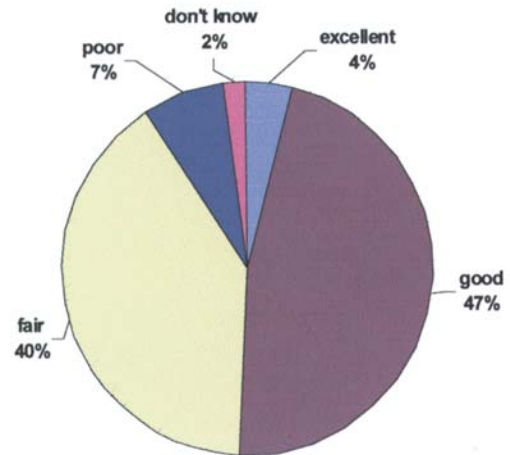
- **Develop an Enhanced Customer Service Plan** – Develop a plan to begin a multi-year initiative to improve customer service citywide. Continue to work to improve the telephone system (for example roll out the Constituent Relationship Management system to support this effort). Concentrate the training division's efforts on customer service education for employees. Commit to addressing customer issues at the first point of contact.

- **Develop a City of Tucson Public / Employee Communications Plan** – Develop a comprehensive communications policy for City of Tucson public information. Included in the policy will be a standard for public outreach that provides consistency in delivering City messages to all audiences (including Spanish speakers), crisis communication strategies and procedures, and employee training. Develop a comprehensive communication policy for sharing information with the City of Tucson workforce.



- **Develop an Annual Citizen Survey Plan** – Analyze possible approaches to conducting regular citizen surveys. Bring forward options and costs to Mayor and Council for consideration.

Overall Quality of Services Provided by the City of Tucson



2. Prepared Workforce – Enable and support the development of a prepared and successful employee workforce that is aligned with organizational priorities.

Priority Projects:

- **Classification and Compensation Study** – Complete the implementation of the Classification and Compensation plan.

- **Create a Collaborative Union and Management Relationship** – Expand the ongoing dialogue in addition to the formal labor relations process.

- **Create a Culture of Innovation** – Create a mechanism that will enable transferability of best practices within the organization through internal cooperation and collaborative problem solving. Explore other innovative approaches such as gain sharing, goal sharing, etc., to encourage increased employee involvement.

- **Review Performance Appraisal System** – Beginning with the executive leadership review process, conduct a comprehensive review of the current performance appraisal system.

- **Employee Town Halls** – Continue to unleash the creativity and commitment of employees through the ongoing engagement of employees in the Town Hall and Town Hall follow-up process, so that real results and productivity occur.

3. Fiscal Responsibility – Optimize and streamline organizational processes to ensure quality services and fiscal responsibility.

Priority Projects:

- **City Strategic Plan** – Solidify an annual process wherein Mayor and Council identify areas of focus that will enable the organization to respond to community needs. Create systems and procedures to measure, track, and report on progress of the City Strategic Plan.

- **Performance Measurement** – Develop key citywide performance measures to track progress on the City Strategic Plan projects. Develop a framework by which to monitor organizational performance including the following perspectives: customer, financial, internal process improvement, and employee development.

- **Develop a Standardized Approach to Process Improvement** – Identify, analyze, and implement procedures to improve processes that will provide more efficient service delivery. Consider Six Sigma, Process Improvement for the City of Tucson (PICOT), and other possible approaches to process improvement. In this planning period, evaluate neighborhood service delivery, development services, and purchasing practices.

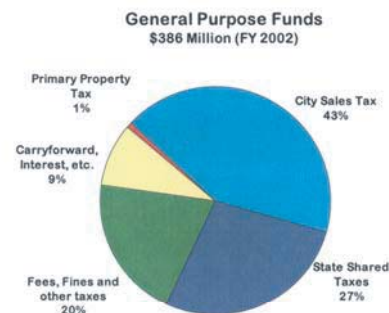
- **Administrative Directive Review** – Develop a process and schedule a review of key City Administrative Directives with a focus on improving organizational effectiveness. The goal is the elimination of non-value added rules, regulations, policies, and procedures. This will involve benchmarking other Top 10 cities.

- **District Heating and Cooling Project** – This project was approved by Mayor and Council on September 25, 2000. The first phase will distribute steam, and hot and/or chilled water from a central plant located at the Tucson Convention Center (TCC) to Police and Fire Headquarters, as well as to the TCC. District heating and cooling precludes the need for boilers and refrigeration equipment in individual buildings, resulting in lower capital, energy, and operation and maintenance costs. Phase 2 can be expanded to other downtown buildings (both public and privately owned), as well as to Rio Nuevo.

- **Diversify Fees and Revenues** – Develop a proposal for City service fees which is based upon the cost to deliver the service, as well as giving consideration to the relationship of the benefit of the service. Explore a policy that guarantees service delivery timeframes. Develop a collaborative process to educate and involve community members to assist with future decision-making on the variety of approaches available to meet our financial challenges.

General Purpose Funds

General purpose funds make up 43%, or \$386 million of the \$904 million budget. The two primary sources of revenue for general purpose funds are the City sales tax and state-shared revenues, which make up 70% of general purpose funds:



- **Benchmark Competitiveness** – To remain competitive, develop a methodology that 1) compares service delivery with other like cities, 2) assesses the procedures and technology of cities found to be better, and 3) adopts the "better" approaches where feasible. Tucson will also compare service delivery from year to year and seek to control upward cost trends through careful investment in training, technology, and infrastructure.

- **Self-insured Health Benefits Program** – Continue to explore alternatives including self-insurance as a method to provide employees and retirees with access to quality, cost-effective medical and dental benefits.

4. Expanded Use of Technology – Capitalize on technology to improve service and increase efficiency, ensure public and employee safety, exercise appropriate environmental stewardship, and provide greater information access.

Priority Projects:

- **E-Government** – Development Services Department will identify and build web services including permit information and electronic plan submission. Tucson Water continues to refine its use of technology to both monitor and report on water quality through innovative use of the Internet. City Scan is a web - based GIS portal providing simple access to spatial information on the City, its wards, and its neighborhoods.

- **Efficiencies** – Management initiatives include the ongoing citywide implementation of online procurement (OPIS), both a position control and budget application (BRASS), a Fire Department automated staffing system, the Police Department technology plan, Operations upgrade to the fleet management system, Solid Waste's initiative to use technology to assist in routing trucks, and a partnership with the private sector to provide web-based employee benefits open enrollment (Employeease).

- **Public and Employee Safety** – Tucson Fire projects include both the development of a fire hydrant testing application and ongoing technological enhancements to the Metropolitan Medical Response System (MMRS) to better address day-to-day emergency incidents, hazardous materials situations, and disasters. Finance's Central Services Division continues to expand the safety information available to employees on its web site.

- **Environmental Stewardship** – Environmental Management is leading the ongoing multi-department implementation of a web based application called e-CATS, which provides environmental compliance assistance and technical support on both monitoring and permitting. The Operations Department continues to implement technology solutions to monitor and control conditions in City buildings to decrease energy consumption, ensure building integrity, and maximize the use of alternate energy sources.

5. Strengthen Partnerships - Build a strategic network of partnerships that aim at bettering community life, eliminating redundant services, and stretching the value of the taxpayer's dollar.

Priority Projects:

- **Regional Cooperation** – Set up a series of meetings with local municipalities and other community partners to increase regional cooperation. Continue to solidify the partnership between the University of Arizona and the City of Tucson to maximize the utilization of taxpayer dollars.

- **Joint Capital Planning with County** – Develop a system to ensure that capital/bond projects funded by the County, which have an impact on the future City budgets, are jointly planned.